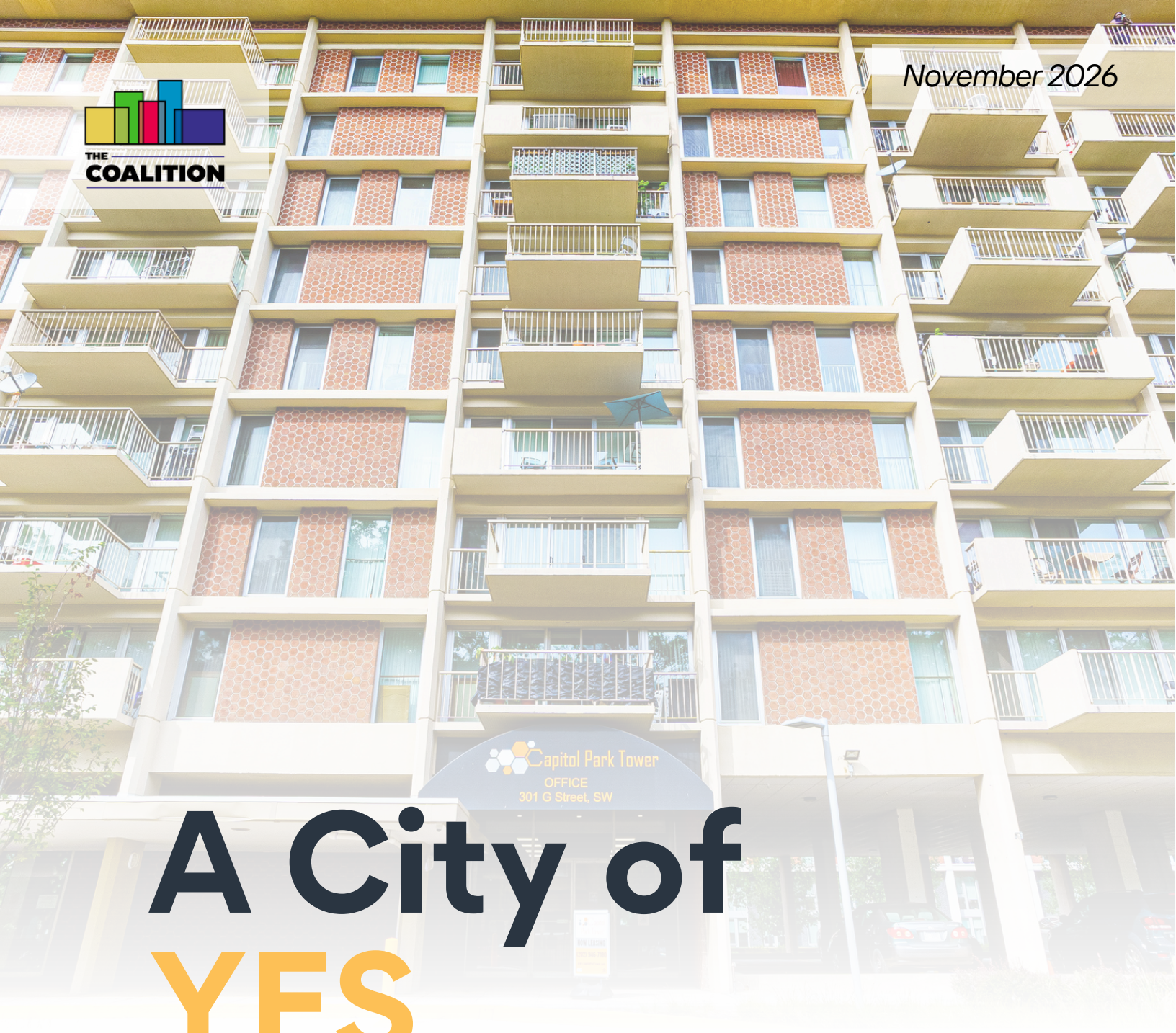


THE COALITION

November 2026

A City of YES

Recommendations for **Affordable Housing** in Washington, DC

PROPOSAL TO:

THE MAYORAL ADMINISTRATION OF
JANEESE LEWIS GEORGE

PREPARED BY:

THE COALITION

Recommendation Three

AFFORDABLE HOUSING

Maximize the impact of the affordable housing production and stabilization system by publishing goals and milestones, with a near-term focus on failing properties and at-risk households and a long-term focus on accountability and sustainability across the housing ecosystem.



Why it Matters

The District must continue producing affordable housing while also protecting the housing in which it has already invested.

Housing practitioners described a system in which projects can encounter delays at multiple points in the development lifecycle, agencies do not always operate around one coordinated strategy, distressed properties can deteriorate before intervention occurs, and tenants often enter assistance systems only after financial problems have become significantly harder to resolve.

The District needs a housing system that can see the full picture: production, preservation, property performance, tenant stability, agency performance, and the barriers that slow progress across them.
That requires clear leadership, greater visibility, and earlier action.



Recommendation Three

Key Components

3A | Establish clear leadership for housing.

Establish and empower a Deputy Mayor for Housing to direct relevant housing agencies around a comprehensive housing strategy.

Fiscal + Implementation Lens | Streamlining

A Deputy Mayor for Housing should consolidate and strengthen coordination across the housing system rather than create an additional layer of process. The efficiency opportunity comes from clearer authority, fewer fragmented decisions, and stronger accountability across agencies.

3B | Track the full housing pipeline and agency performance.

Monitor and measure the implementation of the comprehensive housing strategy. Maintain a public pipeline tracker covering each stage in the lifecycle of all subsidized housing projects and publish a scorecard measuring the performance of each relevant agency.

Fiscal + Implementation Lens | Streamlining + Reduced Project Costs

Greater visibility into timelines and agency performance can expose delays earlier and reduce avoidable carrying costs associated with projects stalled in underwriting, closing, permitting, or other stages.



3C | Intervene before distressed properties fail.

Create an action plan to address distressed subsidized properties, including clear prioritization criteria and an early warning system. Offer building-level loss assistance that could build on the Landlord Partnership Fund model.

Fiscal + Implementation Lens | Cost Avoidance + Protection of Existing Investment
Early warning and targeted stabilization can address problems before they require more expensive rehabilitation, foreclosure intervention, or replacement of affordable units, while protecting investments the District has already made in those properties.

3D | Help tenants before crisis.

Create a first-missed-payment pathway for tenants that includes outreach and mediation with authority to settle. Right-size rental assistance programs to address one-time needs.

Fiscal + Implementation Lens | Cost Avoidance + More Targeted Assistance
Earlier intervention can match assistance more closely to actual need and address problems before arrears deepen, households are displaced, or properties experience greater financial distress.

3E | Make the housing system easier to navigate.

Make the programs included in the housing strategy more accessible to all stakeholders across the housing ecosystem.

Fiscal + Implementation Lens | Streamlining
Making existing programs easier to access can reduce unnecessary handoffs and administrative friction for residents, owners, providers, and agencies. Direct budget savings have not been quantified.

Implementation

How The Coalition and its members can help move this forward.



The Coalition and its members can help turn the housing strategy into a more transparent and actionable system.

01 **Help define the housing lifecycle and what should be measured**

Convene developers, owners, lenders, CDFIs, service providers, and other housing practitioners to map the stages of publicly supported housing development and stabilization and identify meaningful milestones for a public pipeline tracker and agency scorecards.

02 **Inform the distressed-property action plan**

Bring member experience with troubled properties, financing, asset management, and preservation to help identify practical prioritization criteria, early-warning indicators, and interventions that can occur before a property reaches crisis.

03 **Help design earlier intervention for tenants**

Convene housing providers, owners, tenant-serving organizations, and other stakeholders to identify how a first-missed-payment pathway could work, where existing rental assistance processes break down, and what is needed to reach households earlier.

04 **Bring practitioners together around unresolved implementation questions**

Use The Coalition's existing committees, working groups, and member network to further examine implementation challenges that cut across the housing system and develop practical solutions grounded in experience from the field.



THANKS

Connect with us to get started.

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